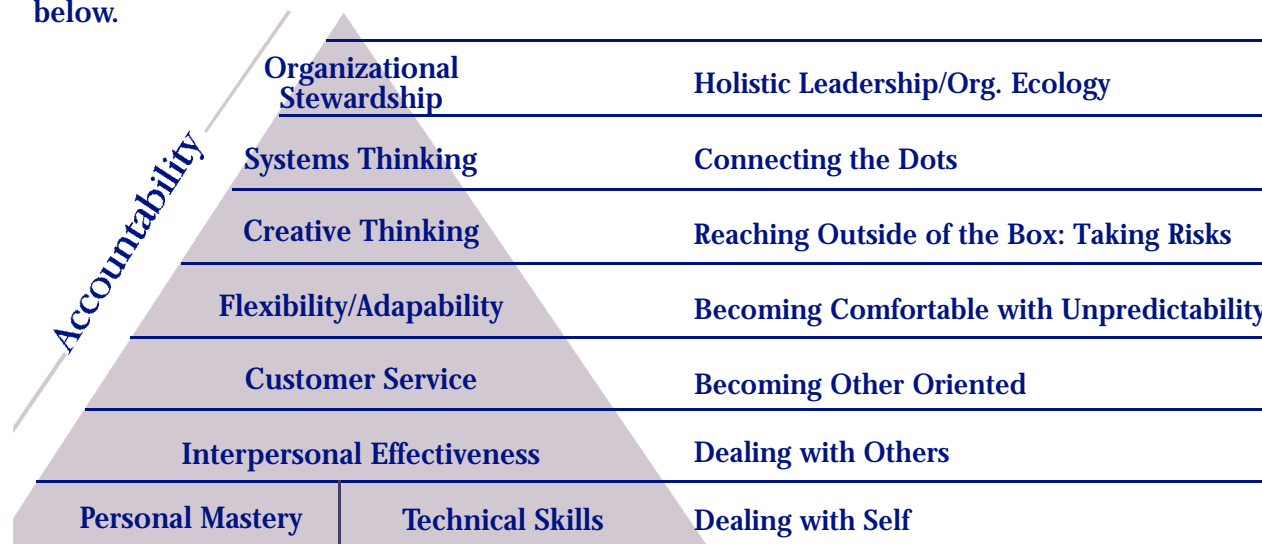


The Department of Veterans Affairs Administration is committed to developing a highly-skilled, customer-focused workforce for the 21st century, and to developing a continuous supply of skilled leaders committed to our mission. The High Performance Development Model has several key components to focus our efforts on this goal:

Core Competencies have been identified to address the skills and attitudes most needed for today's workforce challenges. Beginning with individual mastery and a commitment to ongoing learning, these eight competencies form a natural progression toward interpersonal and organizational excellence, as illustrated in the diagram below.



Continuous Assessment, including 360-degree assessment, will provide every employee with feedback on his or her strengths and opportunities for growth. Supervisors are expected to give ongoing feedback to each employee, as well as a more intensive assessment at the time of annual appraisal and learning plan formulation.

Performance Management includes all the elements of the organization that manage and reward highly competent job performance. The High Performance Development Model will be effective to the extent that it measures key activities, evaluates organizational and individual performance and rewards successful outcomes.

Coaching and Mentoring changes the traditional supervisory role of oversight and control to one of encouragement and development. The supervisor, by taking an interest in each employee's career potential and plans and by giving accurate and timely feedback, sends a message to the employee that learning and growth are expected and supported. Coaching and mentoring also involves seeking and creating job rotations, team assignments, and other situations in which learning occurs in the context of ongoing work.

Performance-Based Interviewing is a selection tool that carefully defines the needed skills, and asks for examples of these skills from the interviewee's work experience. PBI promotes fairness in selection and a focus on demonstrated competency.

Continuous Learning Opportunities are the hallmark of the learning organization. Achieving this goal requires expanding our perception of education far beyond the classroom or workshop. Learning occurs while watching someone else perform a task, through trial and error, in open discussion with colleagues, through team analysis of successes and failures, and in many other situations.

Guiding Principles of the Model

- Learning and leadership development are lifelong pursuits.
- All employees need to know how they learn best and be accountable for their own learning.
- In order to become a customer-driven organization, all employees must be able to learn and work with people above and below their level, as well as with peers in all departments.
- The core competencies apply to all employees at all levels.
- The development of employees, particularly leadership skills, must be in concert with the strategic business goals of the organization.
- Reward, recognition, and incentive systems are motivators for the continuous development of all employees.
- "Key contributors," who help achieve targeted outcomes but have no interest and/or aptitude for management, must be recognized, rewarded, and developed.
- Partnership with other organizations and academic institutions will be critical in addressing the needs of all employees.
- There is a need to experiment with new approaches to learning, such as cross-training, simulations, and web-based curricula.

Expected Outcomes

As the High Performance Development Model is implemented at all levels of VA, we will evolve into an organization that learns continuously, is aligned with the competencies needed for today and tomorrow, and offers opportunities for growth and career development to all employees. Immediate results will include improved employee satisfaction, and more efficient, effective operations.

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The High Performance Development Model



The
Department of Veterans Affairs
Model for All-Employee
Competency Development